

wade macdonald

# SALARY GUIDE

20  
25



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## LET'S START WITH AN INTRODUCTION.

The first half of 2024 presented significant challenges to both businesses and job seekers, with economic uncertainty leading to a tough job market. There were certainly more redundancies than in the previous two years, and many job roles were withdrawn without candidates being made an offer. However, with the uncertainty of when the general election would be called out of the way and confidence that the new Labour government will offer more stability, we are optimistic about improvements in market conditions. Anticipated drops in interest rates are expected to positively impact both businesses and job seekers.

Despite these challenges, there have been salary increases this year, albeit at a slower rate compared to the previous two years. The continuous development of AI is now starting to influence most job specifications, and we foresee the ability to use AI becoming integral to most HR and Finance roles we recruit for in the coming year.

This year we have already produced reports on the interim market, which has seen growth over the last quarter, and on neurodiversity, reflecting our commitment to covering crucial and evolving aspects of the job market.



New this year, we have added a supplementary section based on a survey of 500 finance and HR professionals' thoughts on flexible working. This section reveals how professionals at different levels view flexible working and its impact on productivity. It also explores the potential mental health effects of not being in the office every day and examines how the levels of flexibility offered have changed during a period when businesses have often faced significant challenges. Along with our normal breakdown of salaries, in each section of this guide, we provide a detailed breakdown of salary changes over the past five years.

We trust that this guide will be a valuable resource for understanding current salary trends and market insights. As always, we are here to discuss our findings and provide tailored advice to help you navigate the evolving recruitment landscape.

### CONTACT & CONNECT

Chris Goulding | Managing Director  
chris.goulding@wademacdonald.com



## OUR SPECIALISMS

Wade Macdonald is a leading recruitment and search firm based in Reading. We have been a trusted partner to many organisations and professionals across the Thames Valley, West London and surrounding areas for **over 30 years**.

Specialising in Accountancy & Finance and Human Resources, we support organisations in their search for the best talent to join their teams, and help individuals with their career journey - Whether it be on a permanent, temporary or interim basis.

Our 2025 Salary Guide focuses on Berkshire, Oxfordshire, Hampshire, Surrey, Buckinghamshire & West London but we do cover other areas on request.

### Accountancy & Finance

- Transactional
- Credit Control & AR
- Payroll
- Part-Qualified Finance
- Qualified Finance
- Executive Appointments
- In-House Tax & Treasury
- Internal Audit & Compliance

### People & Culture

- Human Resources
- Talent Acquisition
- Reward
- Learning & Development
- Employee Relations

# YOU WON'T LOSE YOUR JOB TO AI



five

## BUT YOU MIGHT TO SOMEONE WHO CAN USE IT

*Artificial Intelligence (AI) has been advancing rapidly over the last 12 months and we are now starting to see developments in both finance and HR job roles. There is still some sentiment that we need to fear AI as a job-stealer, but we believe it's time to recognise its potential for those who can effectively harness its capabilities.*

### A LEAP FORWARD IN AI CAPABILITIES

In the past year, AI tools like ChatGPT have made impressive strides in understanding and generating human-like text, enhancing customer service and content creation. Machine learning platforms are making it easier for businesses to build predictive models without needing data science expertise. Moreover, AI-powered automation tools are streamlining repetitive tasks, allowing HR and Finance professionals to focus on strategic roles. However, this is probably just the beginning, so what can we expect next!

### The Next 12 Months: AI's Growing Role in Finance and HR

#### > REVOLUTIONISING ACCOUNTANCY

##### Automated Bookkeeping:

- AI tools will improve accuracy in repetitive bookkeeping tasks, transforming how accountants manage ledgers and transactions.

##### Advanced Financial Analysis:

- AI systems will analyse large datasets, revealing trends and anomalies that provide deeper insights into financial performance. This facilitates more informed decision-making and strategic planning.

##### Fraud Detection and Compliance:

- AI monitors transactions in real-time, flagging suspicious activities and ensuring compliance with regulations. Machine learning algorithms can adapt to new fraud tactics, offering robust protection against financial crime.

#### > TRANSFORMATIVE HR PRACTICES

##### AI-driven Talent Acquisition:

- AI tools enhance recruitment by identifying top candidates through data analysis, reducing biases, and improving diversity.

##### Employee Engagement and Retention:

- AI analyses feedback to provide actionable insights for creating better work environments, boosting engagement and retention.

##### AI as a Strategic Partner

- In both finance and HR, AI will not just automate tasks but act as a strategic partner, allowing professionals to focus on higher-value activities like strategic planning and innovation.

### EMBRACING THE CHANGE: SKILLS OVER JOBS

Instead of fearing job displacement, the emphasis should be on skill enhancement. AI augments human capabilities, offering tools for better analysis, decision-making, and creativity. AI literacy will become a crucial skill, with training programmes focusing on AI fundamentals becoming essential for career advancement. While AI will automate routine tasks, it will create new opportunities in roles requiring human creativity and critical thinking, driving demand for AI specialists and digital transformation experts.

AI is not a threat but a catalyst for change. Those who adapt and leverage AI will thrive, creating a future where AI and human intelligence work together to achieve greater success. By embracing AI, we can enhance our capabilities and ensure our relevance in the workforce of tomorrow.

**AI SHOULD BE SEEN AS  
A TOOL NOT A THREAT.**

**It cuts time consuming tasks and  
allows us to be more present and  
focus on other important work.**

six

2021



KEELEY HAMBLIN  
SENIOR CONSULTANT

2018



ZOE JONES  
BUSINESS MANAGER

2023



HARRY MCCAFFREY  
CONSULTANT

# NON-QUALIFIED FINANCE

Over the past five years, transactional finance salaries have risen by over 15% across all levels and roles. This growth can be attributed to several factors beyond general wage inflation, including increased demand for specialised skills, technological advancements, and professional certifications. Once predominantly administrative and process-heavy, transactional finance roles have become more complex, necessitating expertise in new technologies and data analytics. As businesses recognise the value of efficient processes, competition for skilled professionals has intensified, driving up salaries.

Predictions have long suggested that AI would spell the end of many transactional finance roles, but this has not yet come to pass. The roles will likely continue to exist well into the future, albeit in an evolved form due to technological advancements. While automation and AI can handle routine tasks, human oversight remains crucial. The increasing complexity of financial compliance and regulations necessitates professional expertise to ensure adherence. Moreover, these roles are becoming more strategic, with professionals contributing to financial planning and data analysis, tasks that technology alone cannot manage. Human judgment remains essential for negotiating with vendors and making critical decisions, ensuring that these roles remain vital despite technological changes.

## BERKSHIRE & SURREY

	RANGE	TYPICAL
Accounts Payable Manager	40-63k	48k
Accounts Payable Supervisor	35-47k	37.5k
Senior Accounts Payable Clerk	30-39.5k	34k
Accounts Payable Specialist	28-37k	32k
Accounts Payable Clerk	26-33.5k	29k
Accounts Payable Administrator	24-29.5k	27k
QBE Finance Manager	40-63k	51.5k
Assistant Accountant	30-42k	36k
Bookkeeper	30-42k	36k
AAT Studier	25-37k	31k
Accounts Assistant	26-37k	31k

## OXFORDSHIRE & BUCKS

	RANGE	TYPICAL
Accounts Payable Manager	40-68k	46.5k
Accounts Payable Supervisor	35-47k	36k
Senior Accounts Payable Clerk	32-39.5k	34k
Accounts Payable Specialist	30-37k	32k
Accounts Payable Clerk	28-34.5k	29k
Accounts Payable Administrator	26-31.5k	26k
QBE Finance Manager	40-68k	49k
Assistant Accountant	32-47k	34k
Bookkeeper	32-47.25k	34k
AAT Studier	25-37k	31k
Accounts Assistant	28-37k	29.5k

## HAMPSHIRE

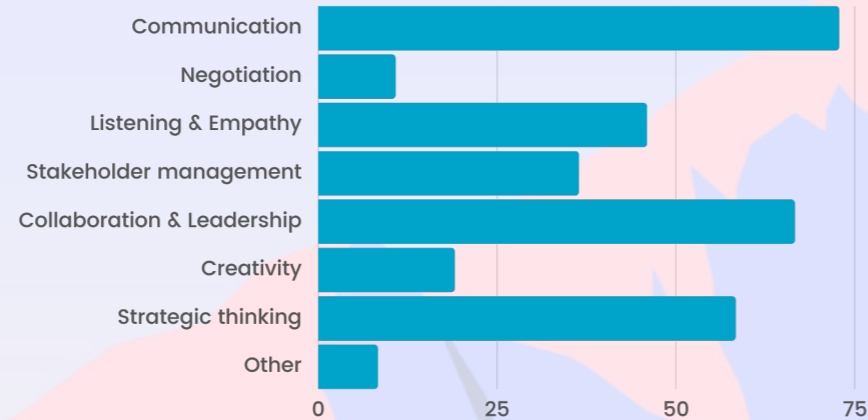
	RANGE	TYPICAL
Accounts Payable Manager	40-63k	48k
Accounts Payable Supervisor	35-47k	35k
Senior Accounts Payable Clerk	30-39.5k	34k
Accounts Payable Specialist	28-37k	32k
Accounts Payable Clerk	26-33.5k	28k
Accounts Payable Administrator	24-29.5k	27k
QBE Finance Manager	40-63k	49k
Assistant Accountant	30-42k	34k
Bookkeeper	30-42k	34k
AAT Studier	25-37k	31k
Accounts Assistant	26-37k	29.5k

## WEST LONDON

	RANGE	TYPICAL
Accounts Payable Manager	40-63k	53.5k
Accounts Payable Supervisor	35-47k	41.5k
Senior Accounts Payable Clerk	32-39.5k	36k
Accounts Payable Specialist	30-37k	34k
Accounts Payable Clerk	28-34.5k	31k
Accounts Payable Administrator	26-31.5k	28k
QBE Finance Manager	40-68k	57k
Assistant Accountant	32-47k	39.5k
Bookkeeper	32-47.25k	39.5k
AAT Studier	25-37k	32k
Accounts Assistant	28-37k	32k

Does your career journey involve a goal to rise through the ranks into a leadership position?

According to over 250 Senior finance professionals these are the top soft skills needed for future leaders in Finance.



Get your copy of our career focused guide [here](#).



Keeley is an absolute superstar and a real asset to your team. She is always upfront and honest and tells it as it is. I have been able to speak to her for advice as a friend not just in a professional capacity so I am extremely grateful.

JUNIOR FINANCE MANAGER



# CREDIT CONTROL & ACCOUNTS RECEIVABLE

Over the past five years, we have seen Credit Control salaries rise by around 18%, with a slightly higher percentage increase in non-management roles. This significant increase can be attributed to several factors. During the pandemic, the critical importance of effective cash flow management became evident, leading businesses to invest more in skilled Credit Control professionals to maintain liquidity during economic uncertainties. As markets recover and companies shift focus to growth, the demand for proficient credit controllers will remain high to manage cash flow and support expansion efforts. Over the last five years, the role has also become more complex, requiring advanced expertise in technologies and data analytics to effectively mitigate credit risks. Additionally, the continued growth in the Chartered Institute of Credit Management (CICM) has enhanced the credibility and expertise of individuals in credit. As businesses recognise the strategic value of efficient credit control processes, competition for skilled professionals has intensified, driving up salaries.

AI and automation were predicted to take over aspects of Credit Control, and this shift is underway. While technology manages routine tasks, human involvement remains crucial, particularly in strategic roles like financial planning, risk management, and business growth. Despite advances in AI, human judgment is vital for negotiations and critical decision-making, ensuring that Credit Control roles stay relevant amidst technological changes. The role is becoming more strategic, with professionals contributing in ways that technology alone cannot.

## BERKSHIRE & SURREY

	RANGE	TYPICAL
Credit Director	70-136.5k	101k
Head of Credit	60-105k	72.5k
Credit Manager	40-73.5k	57k
Credit Supervisor	35-52.5k	43.5k
Credit Analyst	30-52.5k	47.5k
Senior Credit Controller	30-42k	36k
Credit Controller	25-37k	31k
Credit Administrator	24-29.5k	27k
AR Manager	40-63k	51.5k
AR Supervisor	30-47k	43.5k
AR Clerk	24-33.5k	28.5k
AR Administrator	22-28.5k	26k

## OXFORDSHIRE & BUCKS

	RANGE	TYPICAL
Credit Director	80-157.5k	101k
Head of Credit	65-105k	72.5k
Credit Manager	40-73.5k	54k
Credit Supervisor	35-58k	41.5k
Credit Analyst	35-58k	45k
Senior Credit Controller	32-42k	34k
Credit Controller	27-40k	31k
Credit Administrator	24-29.5k	26k
AR Manager	40-63k	49k
AR Supervisor	40-50.5k	43.5k
AR Clerk	28-37k	28k
AR Administrator	22-29.5k	26k

## HAMPSHIRE

	RANGE	TYPICAL
Credit Director	70-136.5k	101k
Head of Credit	60-105k	72.5k
Credit Manager	40-73.5k	54k
Credit Supervisor	35-52.5k	41.5k
Credit Analyst	30-52.5k	45k
Senior Credit Controller	30-42k	34k
Credit Controller	25-37k	31k
Credit Administrator	24-29.5k	26k
AR Manager	40-63k	49k
AR Supervisor	30-47k	43.5k
AR Clerk	24-31.5k	28k
AR Administrator	22-28.5k	26k

## WEST LONDON

	RANGE	TYPICAL
Credit Director	80-157.5k	124k
Head of Credit	65-105k	77.5k
Credit Manager	40-73.5k	62k
Credit Supervisor	35-58k	45.5k
Credit Analyst	35-58k	51.5k
Senior Credit Controller	32-42k	37.5k
Credit Controller	27-40k	33k
Credit Administrator	24-29.5k	27k
AR Manager	40-63k	53.5k
AR Supervisor	40-50.5k	45k
AR Clerk	28-37k	33k
AR Administrator	22-29.5k	27k

## CREDIT WEEK 1ST-3RD JULY 2025

The host of the Credit awards and a place to learn, network and celebrate with a host of credit and financial services professionals.

<https://www.creditstrategy.co.uk/credit-week>

#creditweek #creditawards

# PAYROLL

Over the past five years, Payroll salaries have grown at a faster rate than most other areas of Finance and HR, increasing by around 25%. This rise can be attributed to several factors. Although businesses were already beginning to value Payroll professionals more than in the previous decade, the pandemic accelerated this trend significantly. The importance of accurate and timely payroll management became even more critical, with Payroll professionals playing a key role in managing furlough schemes and ensuring compliance with rapidly changing regulations. As the market recovered and companies expanded, the demand for proficient payroll professionals remained high to manage increased workforce complexities, including shared parental leave, zero-hour contracts, and the constant changes in National Insurance and pension regulations. The role has also become more complex, requiring advanced expertise in payroll software, data analytics, and regulatory compliance.

Additionally, there has been a noticeable shift as more businesses bring payroll in-house, leading to a significant skills shortage. The competition for skilled professionals has intensified, driving up salaries. Finding niche skill sets, such as EMEA payroll expertise, has become increasingly difficult, further emphasising the need for highly qualified professionals. Growth in professional certifications, such as those offered by the Chartered Institute of Payroll Professionals (CIPP), has also enhanced the credibility and expertise of individuals in the field.

Despite handling established tasks, technology can't fully replace all aspects of managing pay. A human presence is necessary for addressing inquiries, managing exceptions, and ensuring compliance with complex regulations. These responsibilities require judgment and oversight, making Payroll roles indispensable, even with technological progress. The need for careful management and personalised attention keeps these roles essential in the evolving landscape.

## BERKSHIRE & SURREY

	RANGE	TYPICAL
Head of Payroll	60-115.5k	80K
Payroll Manager	40-73.5k	58.5K
Sole Charge Payroll	30-47k	43.5K
Payroll Supervisor/ Team Leader	35-47k	45K
Payroll Specialist	35-47k	43.5K
Payroll Administrator/ Clerk	27-35k	33.5K
Head of EMEA Payroll	80-126k	90.5K
EMEA Payroll Manager	50-84k	69.5K
EMEA Payroller	35-58k	47.5K

## HAMPSHIRE

	RANGE	TYPICAL
Head of Payroll	60-115.5k	75K
Payroll Manager	40-73.5k	57K
Sole Charge Payroll	30-47k	43.5K
Payroll Supervisor/ Team Leader	35-47k	45K
Payroll Specialist	35-47k	43.5K
Payroll Administrator/ Clerk	27-37k	33.5K
Head of EMEA Payroll	80-126k	90.5K
EMEA Payroll Manager	50-84k	69.5K
EMEA Payroller	35-58k	47.5K

## OXFORDSHIRE & BUCKS

	RANGE	TYPICAL
Head of Payroll	60-126k	75K
Payroll Manager	40-73.5k	57K
Sole Charge Payroll	35-47k	43.5K
Payroll Supervisor/ Team Leader	35-47k	45K
Payroll Specialist	35-47k	43.5K
Payroll Administrator/ Clerk	25-35.5k	33.5K
Head of EMEA Payroll	80-126k	90.5K
EMEA Payroll Manager	50-84k	69.5K
EMEA Payroller	35-58k	47.5K

## WEST LONDON

	RANGE	TYPICAL
Head of Payroll	60-126k	83K
Payroll Manager	40-73.5k	59.5K
Sole Charge Payroll	35-47k	43.5K
Payroll Supervisor/ Team Leader	35-47k	46.5K
Payroll Specialist	35-47k	45K
Payroll Administrator/ Clerk	25-35.5k	34K
Head of EMEA Payroll	80-126k	93K
EMEA Payroll Manager	50-84k	72.5K
EMEA Payroller	35-58k	51.5K

## REMEMBER TO CELEBRATE NATIONAL PAYROLL WEEK 1st-5th September 2025

Established by the CIPP in 1998, this special event demonstrates the impact the payroll industry has in the UK and gives those who work within the industry the recognition they deserve.

Without them the UK stops getting paid!

#NPW25 #BePayroll #KeepUKPaid

# PART-QUALIFIED FINANCE

Over the past five years, salaries for part-qualified roles have increased by roughly 15%, with slightly higher increases for CIMA and ACCA candidates compared to ACA. While salaries for part-qualified professionals have risen, it's important to note that once individuals secure training contracts in practice, their salary growth may be slightly slower than those in commerce. However, this is typically offset by significant salary increases upon their first move after qualifying. This trade-off is often acceptable to professionals due to the structured training and development provided during their training contracts, which ultimately enhances their long-term career prospects.

Outside of wage inflation, growth in salaries can be attributed to several factors. The complexity of financial roles has increased, requiring advanced expertise in accounting software, data analytics, and compliance. Additionally, the pandemic caused significant disruptions in education and training, resulting in highly skilled shortages as many individuals were unable to start their studies in 2020. This has intensified the competition for part-qualified professionals, further driving up salaries.

As mentioned many times in this guide, AI and automation will impact job roles in finance. However, the need for well-trained, commercial, tech-savvy part-qualified accountants will remain, as these professionals will be called upon to interpret the data and financial information that AI generates and to communicate it in a meaningful way to businesses.

## STUDY SUPPORT

According to LinkedIn research, 70% of employees say learning improves their sense of connection to their workplace and 80% say it adds purpose.

Study support not only benefits staff (cost savings and skills development), but also brings its benefits to businesses like **attraction, retention** and **upskilling**.

<https://learning.linkedin.com/resources/workplace-learning-report#>

	BERKSHIRE		OXFORDSHIRE		HAMPSHIRE	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
<b>ACCA</b>						
Finalist	38-50k	45.5k	40-52.5k	45.5k	38-50k	45.5k
Part Qualified	35-47k	39.5k	37-47k	39.5k	35-47k	39.5k
Trainee	26-37k	31k	28-35.5k	31k	26-37k	31k
<b>CIMA</b>						
Finalist	38-50k	45.5k	40-52.5k	45.5k	38-50k	45.5k
Part Qualified	35-47k	39.5k	37-47k	39.5k	35-47k	39.5k
Trainee	26-37k	31k	28-35.5k	31k	26-37k	31k
<b>ACA</b>						
Finalist	38-50k	45k	40-52.5k	45k	38-50k	45k
Part Qualified	35-45k	38k	35-45k	38k	35-45k	38k
Trainee	26-35k	29k	25-33k	28k	26-33k	28k

**In a survey of over 250 senior finance leaders over two thirds were degree qualified.**

**The body the respondents studied via:**  
**37% CIMA**  
**31% ACA**  
**20% ACCA**

	WEST LONDON		SURREY		BUCKS	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
<b>ACCA</b>						
Finalist	40-52.5k	48k	38-50k	45.5k	40-52.5k	45.5k
Part Qualified	37-47k	41.5k	35-47k	39.5k	37-47k	39.5k
Trainee	28-35.5k	33k	26-37k	31k	28-35.5k	31k
<b>CIMA</b>						
Finalist	40-52.5k	48k	38-50k	45.5k	40-52.5k	45.5k
Part Qualified	37-47k	41.5k	35-47k	39.5k	37-47k	39.5k
Trainee	28-35.5k	33k	26-37k	31k	28-35.5k	31k
<b>ACA</b>						
Finalist	40-52.5k	48k	38-50k	45k	38-50k	45k
Part Qualified	37-47k	41.5k	35-45k	38k	35-45k	38k
Trainee	28-35.5k	31k	26-35k	29k	26-35k	29k



2023



GARETH JENKINS  
BUSINESS MANAGER

# QUALIFIED FINANCE

There has been a growing trend among professionals seeking to transition towards more commercial finance positions, leaving further skills gaps in technical accounting. The remuneration for newly qualified individuals has continued to rise, with it being uncommon to encounter someone who has recently obtained their qualification accepting a role below £50-55K in many areas.

When recruiting for commercial positions, clients have frequently emphasised the importance of candidates' proficiency in analysing extensive data sets to us. Consequently, there has been a notable surge in demand for accountants with experience utilising tools designed to facilitate such analysis.

Another notable development in the job market has been the increased number of leadership roles we have worked on. The rapid advancement of technology and the increasing complexity of financial decision-making have compelled organisations to seek out financial leaders who possess the necessary expertise to drive growth, optimise performance, and effectively safeguard the financial well-being of the organisation.

2017



MILES GALLAGHER  
BUSINESS MANAGER

2021

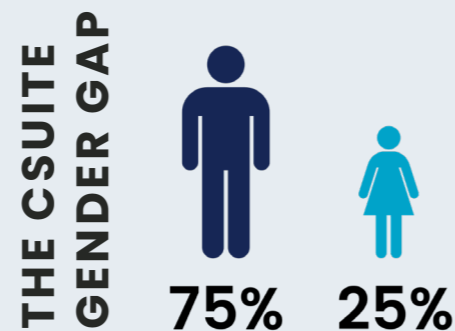


NATHAN FREESTONE  
BUSINESS MANAGER

2023



PHIL BERESFORD  
SENIOR CONSULTANT



Data from a survey we conducted of over 250 senior finance leaders shows an imbalance between gender in CFO and Director positions.

This data matches 2021 research from Deloitte and also the 2024 FTSE Women Leaders review that shows Women account for just 24% of CFO's within the top 50 private companies across the UK.

CORPORATES	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Group FD / CFO	200-525k	350k	200-525k	350k	200-525k	350k	200-525k	372.5k
Finance Director	100-210k	180k	100-210k	180k	100-210k	180k	100-210k	185k
Financial Controller	75-157.5k	100k	75-157.5k	100k	75-157.5k	100k	75-157.5k	103.5k
Finance Manager	55-95k	75k	55-94.5k	75k	55-95k	75k	55-94.5k	77.5k
Head of FP&A	80-136.5k	95k	80-136.5k	95k	80-136.5k	95k	80-136.5k	106.5k
FP&A Manager	65-105k	85k	65-105k	85k	65-105k	85k	65-105k	95k
Financial Accountant	52.5-85k	67.5k	52.5-84k	67.5k	52.5-85k	67.5k	55-85k	70k
Management Accountant	52.5-85k	67.5k	52.5-84k	67.5k	52.5-85k	67.5k	55-85k	70k
Financial Analyst	52.5-85k	67.5k	52.5-84k	67.5k	52.5-85k	67.5k	55-85k	70k
Business Partner	55-90k	75k	55-89k	75k	55-90k	75k	55-90k	80k

SME'S	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Finance Director	80-136.5k	100k	80-157.5k	95k	80-136.5k	95k	85-157.5k	130k
Finance Controller	65-100k	85k	65-115.5k	83k	65-100k	83k	70-115k	95k
Finance Manager	55-85k	68k	55-85k	67.5k	50-80k	67.5k	60-85k	75k
Head of FP&A	75-105k	95k	80-126k	90k	75-105k	90k	80-126k	95k
FP&A Manager	60-95k	80k	60-94.5k	77.5k	60-95k	77.5k	60-95k	85k
Financial Accountant	52.5-75k	62.5k	52.5-75k	60k	52.5-75k	60k	52.5-75k	65k
Management Accountant	52.5-75k	62.5k	52.5-75k	60k	52.5-75k	60k	52.5-75k	65k
Financial Analyst	52.5-75k	62.5k	52.5-75k	60k	52.5-75k	60k	52.5-75k	65k
Business Partner	55-80k	70k	55-80k	70k	55-80k	70k	55-85k	72.5k



I have been delighted with the service given not just by Gareth, but by Miles and Phil along the way. Wade Macdonald should be proud of the consultants they have and will continue to be my go to both as a candidate and client.

EMEA FINANCE DIRECTOR





**THE TEAM**

Between Nathan, Miles, Caterina, Gareth and Phil, there is over 75 years worth of recruitment experience.

# EXECUTIVE SEARCH

Over the past five years, C-Suite professionals in both HR and Finance have seen an average salary growth of 20%, reflecting their pivotal role in steering organisations through complex challenges. As businesses navigate economic uncertainties and evolving regulatory landscapes, the strategic insights and leadership provided by HR and Finance executives are more critical than ever. This salary growth highlights the increasing demand for C-Suite leaders who can drive financial performance, foster a positive corporate culture, and ensure regulatory compliance. Looking ahead to 2025, the expertise and vision of HR and Finance C-Suite executives will continue to be instrumental in shaping the long-term success and sustainability of their organisations.

## INTERIM . CONTINGENCY . RETAINED

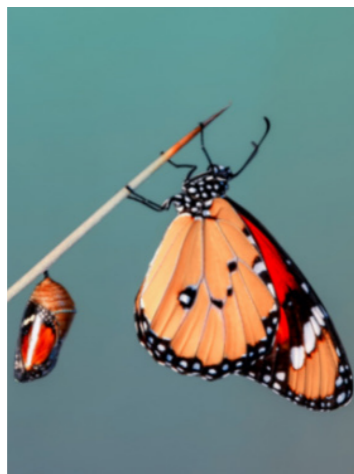
We listen to what you're actually asking for and consult, challenge & advise - not sell.

Your requirements are always dealt with by experienced consultants with strong networks and understanding of senior positions and decisions.



**EXECUTIVE SEARCH**

C-Suite and senior management team.



**PROJECT MANAGEMENT & TRANSFORMATION**

System implementation, changing ERP and business change.



**INTERIM**

Short-term temporary cover, inside and outside IR35, PAYE & umbrella.



**LEADERSHIP**

Restructuring, team management and statutory & technical lead.

# RETAINED SEARCH

> We firmly believe that finding the right talent is the key to unlocking success for any organisation.

**What is A Retained Search?**

A Retained Search is a specialised recruitment service that sets itself apart from traditional methods due to the high commitment made to partner closely between employer and consultant. The process involves partnering exclusively with Wade Macdonald to fill a critical vacancy within your company within a pre-agreed time frame. It's the ideal approach when failure is simply not an option.

**Why Choose Retained Search?**

**Focused Expertise:**

When you opt for a Retained Search, we work together to appoint a dedicated search team with expertise in the Accountancy & Finance or HR markets. Each of our consultants boast an extensive network of professionals across various industries and sectors. Through market mapping, they identify potential candidates, including passive ones who may require a more strategic approach to engage.

**Thorough Assessment:**

Going beyond surface-level evaluations, we take a holistic approach to understanding candidates. It's not just about matching skills but also understanding aspirations, career goals, and cultural alignment. This 360-degree approach ensures that we present you with candidates who are not only qualified but will thrive in your organisation. We can even post specific technical questions on your behalf and share their responses.

**Efficiency and Timelines:**

By exclusively dedicating our resources to your search, the process becomes a highly efficient recruitment tool. Employers can expect a shortlist of 3-5 of the most suitable candidates in the market at a date and time we agree in advance, allowing you to make the decision on who to meet and consider for your team.

**Long-Term Partnership:**

Opting to work with us in this way establishes a long-term partnership between your organisation and ours. The collaboration and honest partnership required allow us to deeply understand your company's needs and culture, enabling smoother future recruitment efforts.

Our team of consultants, led by our MD Chris Goulding, bring a wealth of industry knowledge and passion to each and every client. We're here to support and advise, and reduce stress. We aim for the best, tailoring services as and when additional support or a different perspective is needed. We work with the belief that everybody deserves the same level of respect and honesty.

**CLICK HERE FOR A MORE THOROUGH LOOK INTO RETAINED SEARCH AS AN OPTION FOR YOU & YOUR BUSINESS.**

# TAX

Tax salaries in the UK have risen by just under 15% in the last 5 years due to a mixture of economic change, regulatory changes, and increased demand for expertise. The changing economic climates have required a greater need for skilled tax professionals to manage complex tax obligations. Regulatory changes, particularly in the wake of Brexit, have further complicated the tax landscape, necessitating seasoned professionals who can adeptly navigate new rules and ensure compliance. These changes have made tax expertise more critical than ever, driving up demand and, consequently, salaries for tax professionals who can offer strategic insights and solutions.

In addition to economic and regulatory factors, the rise in tax salaries can also be attributed to a shortage of qualified professionals and the increasing complexity of their roles. The rapid evolution of tax laws and the need for specialised knowledge in areas such as international tax and VAT have created a competitive market for talent. Businesses are willing to pay a premium for professionals with the necessary skills and experience. Furthermore, the role of a tax professional has become more strategic, with greater involvement in high-level business decisions. This increased responsibility and the need for strategic thinking have justified higher compensation, reflecting the vital role tax professionals play in the success of modern businesses.

## BERKSHIRE & SURREY

	RANGE	TYPICAL
Head of Tax	100-210k	168k
Group Tax Manager	80-136.5k	114k
Senior Tax Manager	75-105k	95.5k
Tax Manager	58-89k	72.5k
Tax Accountant	50-73.5k	64k
VAT Director	80-115.5k	95.5k
VAT Manager	60-89k	80k
VAT Accountant	45-68k	62k
Transfer Pricing Manager	60-105k	90.5k

## OXFORDSHIRE & BUCKS

	RANGE	TYPICAL
Head of Tax	120-220.5k	160.5k
Group Tax Manager	85-136.5k	106.5k
Senior Tax Manager	70-115.5k	90.5k
Tax Manager	62-89k	69.5k
Tax Accountant	52-79k	62k
VAT Director	80-115.5k	90.5k
VAT Manager	60-89k	77.5k
VAT Accountant	45-73.5k	59k
Transfer Pricing Manager	60-105k	88k

## WEST LONDON

	RANGE	TYPICAL
Head of Tax	120-220.5k	181k
Group Tax Manager	85-136.5k	114k
Senior Tax Manager	70-115.5k	101k
Tax Manager	62-89k	77.5k
Tax Accountant	52-79k	67.5k
VAT Director	80-115.5k	98.5k
VAT Manager	60-89k	83k
VAT Accountant	45-73.5k	64k
Transfer Pricing Manager	60-105k	93k

## HAMPSHIRE

	RANGE	TYPICAL
Head of Tax	100-210k	160.5k
Group Tax Manager	80-136.5k	106.5k
Senior Tax Manager	70-105k	90.5k
Tax Manager	58-89k	69.5k
Tax Accountant	50-73.5k	62k
VAT Director	80-115.5k	90.5k
VAT Manager	60-89k	77.5k
VAT Accountant	45-68k	59k
Transfer Pricing Manager	60-105k	88k

# TREASURY

Treasury professionals have seen an average salary increase of 21% over the past five years, highlighting their crucial role in today's business landscape. As organisations face economic uncertainties, the expertise of treasury teams in managing liquidity, risk, and capital allocation has become indispensable. This period has focused on cash flow optimisation and strategic financial planning, increasing demand and remuneration for skilled treasury professionals. Moving towards 2025, the treasury function will be critical in guiding companies through financial complexities and supporting long-term growth.

CORPORATES	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Group Treasurer	100-178.5k	145k	100-178.5k	145k	100-178.5k	145k	100-18.50k	145k
Treasury Manager	55-94.5k	77.5k	55-94.5k	77.5k	55-94.5k	77.5k	55-94.5k	77.5k
Treasury Accountant	45-73.5k	62k	45-73.5k	62k	45-73.5k	62k	50-73.5k	64k
Treasury Analyst	35-58k	48k	35-58k	48k	35-58k	48k	35-58k	51.5k

SME'S	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Group Treasurer	70-115.5k	95.5k	70-126k	95.5k	70-115.5k	95.5k	70-126k	101k
Treasury Manager	50-89k	67.5k	50-89k	67.5k	50-89k	67.5k	50-89k	69.5k
Treasury Accountant	45-68k	57k	45-68k	57k	45-68k	57k	45-68k	58.5k
Treasury Analyst	35-63k	45k	40-63k	45k	35-63k	45k	40-63k	48k

## PREDICTED TRENDS FOR 2025

The Bank of England expects interest rates to stabilise between 3% and 3.5% from 2025 to 2027. This follows a period of high rates peaking at 5.25% in the near term, which are anticipated to gradually decrease starting in 2024 (XTB.com).

Inflation is projected to fall below 2% by the second half of 2024 due to decreasing wholesale energy prices and slower increases in food and goods prices. This trend is expected to continue into 2025, helping to stabilise the economy (EY US).

The UK economy is forecasted to grow by 2% in 2025, an improvement from the previous year's growth expectations. This acceleration is attributed to reduced barriers and improved business investments (GOV.UK).

# INTERNAL AUDIT & COMPLIANCE

Over the past five years, salaries in Internal Audit have risen by an average of 21%, reflecting the growing importance of these professionals. The evolving regulatory landscape and the need for robust risk management have positioned internal auditors as essential partners in business success. This period has seen a shift towards more strategic and advisory roles, with companies increasingly valuing their insights for driving efficiency and ensuring compliance. Looking ahead to 2025, internal auditors will remain pivotal in navigating complex financial and operational challenges.

## WEST LONDON

	RANGE	TYPICAL
Head / Director	100-189k	160.5k
Senior Audit Manager	75-136.5k	108.5k
Audit Manager	60-94.5k	83k
Senior Auditor	45-73.5k	69.5k
Newly Qualified Auditor	45-63k	56k
Junior Auditor	32-50k	42.5k

## BERKSHIRE & SURREY

	RANGE	TYPICAL
Head / Director	80-168k	139.5k
Senior Audit Manager	70-126k	101k
Audit Manager	60-94.5k	77.5k
Senior Auditor	50-79k	67.5k
Newly Qualified Auditor	45-60.5k	54.5k
Junior Auditor	30-45k	40k

## OXFORDSHIRE & BUCKS

	RANGE	TYPICAL
Head / Director	100-189k	139.5k
Senior Audit Manager	75-136.5k	101k
Audit Manager	60-94.5k	77.5k
Senior Auditor	45-73.5k	67.5k
Newly Qualified Auditor	45-63k	54.5k
Junior Auditor	32-50k	40k

## HAMPSHIRE

	RANGE	TYPICAL
Head / Director	80-168k	139.5k
Senior Audit Manager	70-126k	101k
Audit Manager	60-94.5k	77.5k
Senior Auditor	50-79k	67.5k
Newly Qualified Auditor	45-60.5k	54.5k
Junior Auditor	30-45k	40k

### THE SKILLS EMPLOYERS ARE LOOKING FOR

#### - SOFT -

- Adaptability
- Critical thinking
- Communication
- Problem-solving
- Time Management
- Negotiation & persuasion
- Emotional intelligence
- Stress management
- Ethical judgement
- Attention to detail
- Conflict resolution
- Initiative

#### - HARD -

- Accounting & financial analysis
- Internal control assessment
- Regulatory knowledge
- Software proficiency
- Risk management
- Data analytics
- Report writing
- Fraud detection
- Financial modelling
- Project management
- Business process analysis
- Legal & compliance knowledge

# INTERIM APPOINTMENTS

*An update on the market from 2024 onwards...*

Interim workers are essential to the UK economy, with around 1.5 million temporary workers providing businesses with flexibility and cost-effective solutions. Their specialised skills significantly enhance project outcomes, making them highly valued by **68%** of businesses.

Changes to the IR35 regulations in April 2021 shifted the responsibility for determining the status of employment to medium and large private sector clients, leading many contractors to move away from Personal Service Companies (PSCs) due to reduced tax benefits and increased organisational caution. This shift resulted in a substantial number of contractors opting for umbrella companies, PAYE, or fixed-term contracts.

Interim professionals enjoy considerable work flexibility, with most working on a hybrid or fully remote basis. They are motivated by engaging tasks, higher financial rewards, and opportunities to work on diverse projects. Key skills for success in interim roles include effective delivery, leadership, strategic planning, and the ability to provide strategic advice.

Despite initial concerns about rate declines following the IR35 changes, most interim workers have not experienced significant decreases in their rates. While those moving away from PSCs are more likely to see declines, overall project budgets have remained stable. Interim professionals continue to be crucial for businesses, providing essential expertise and adaptability across various sectors and business sizes.

2009



LUCY-EMMA HEATH-TURRALL  
SNR. BUSINESS MANAGER

2018



ZOE JONES  
BUSINESS MANAGER

2023



GARETH JENKINS  
BUSINESS MANAGER

# PEOPLE & CULTURE

HR professionals have seen pay rise nearly 20% between 2019 and 2024. This substantial increase reflects the high value placed on individuals with a variety of HR skills, especially in SMEs, where such expertise is crucial for driving employee engagement, development, and overall organisational success. The diverse skill set of HR professionals, encompassing employee relations, learning and development, reward management, and talent acquisition, is increasingly recognised as vital. As businesses continue to adapt to changing work environments, the demand for skilled HR practitioners remains strong, underpinning their critical role in fostering productive and harmonious workplaces.

2009



LUCY-EMMA HEATH-TURRALL  
SNR. BUSINESS MANAGER

2022



JODIE HAYDEN  
SENIOR CONSULTANT

2018



CATERINA GLENN  
DIRECTOR

## CIPD FESTIVAL OF WORK 11-12th June 2025

Connect, collaborate and take inspiration from fellow people professionals and business leaders across the world. The free two day event is hosted in Excel London and filled with experts sharing their knowledge, research and market trends.

HR	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
HR Director	100-168k	135k	100-170k	130k	100-168k	135k	100-170k	140k
Head of HR	75-115.5k	100k	80-126k	93k	75-115.5k	100k	80-126k	103.5k
HR Manager	55-84k	70k	65-84k	69.5k	55-84k	70k	65-84k	77.5k
HR Business Partner	50-79k	67.5k	60-79k	64k	50-79k	67.5k	60-79k	70k
HR Advisor	35-52.5k	43.5k	38-54.5k	43.5k	35-52.5k	43.5k	38-54.5k	48k
HR Coordinator	25-37k	33k	28-35.5k	31k	25-37k	33k	28-35.5k	32k
HR Administrator	24-31.5k	28k	25-37k	27k	24-31.5k	28k	25-37k	30k

## TALENT

	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Talent Director	90-145k	120k	100-157.5k	115k	100-157.5k	115k	100-157.5k	125k
Head of Talent	75-105k	90k	75-100k	85k	75-100k	85k	80-105k	92.5k
TA Manager	60-79k	70k	60-79k	67.5k	60-79k	67.5k	60-79k	72.5k
TA Specialist	50-63k	55k	50-68k	52.5k	50-68k	52.5k	55-68k	60k
Resourcing Advisor	35-47k	40k	38-52.5k	40k	38-52.5k	40k	38-52.5k	45k
Resourcing Coordinator	28-37k	32k	28-37k	32k	28-37k	32k	28-37k	34k

The **Talent Acquisition** sector has experienced an average salary growth of 22% over the past five years, indicating its critical role in the current job market. As organisations compete for top talent, Talent Acquisition professionals are essential in driving strategic recruitment initiatives, enhancing employer branding, and leveraging data to make informed hiring decisions. This significant salary growth highlights the increasing value placed on attracting and retaining the best candidates to fuel organisational growth. As we approach 2025, the expertise of Talent Acquisition specialists will remain vital in shaping innovative recruitment strategies and building strong, competitive teams.

## REWARD

	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Director of Reward	95-157.5k	115k	90-152k	98.5k	95-157.5k	103.5k	90-152k	125k
Head of Reward	75-100k	88k	80-100k	83k	75-100k	85k	80-100k	90.5k
Reward Manager	55-84k	77.5k	60-84k	67.5k	55-84k	67.5k	60-84k	75k
Reward Analyst	38-52.5k	48k	40-58k	46.5k	38-52.5k	46.5k	40-58k	47.5k
HRIS Manager	50-75k	70k	60-84k	67.5k	50-75k	67.5k	60-84k	75k

Salaries in the **Reward** sector have grown by an average of 20% over the past five years, reflecting the heightened focus on attracting and retaining top talent through competitive compensation and benefits packages. As organisations strive to stand out in a competitive job market, the role of Reward professionals has become increasingly strategic, encompassing salary benchmarking and comprehensive reward systems design. This growth highlights the critical importance of Reward professionals in shaping employee satisfaction and engagement. Looking forward to 2025, their expertise will remain vital in crafting compelling reward strategies that drive performance and retention.

Salaries in the **HRIS** sector have seen a substantial average growth of 23% over the past five years, reflecting the pivotal role technology now plays in human resource management. As companies modernise and digitise their HR processes, the demand for HRIS professionals has risen sharply. These experts are instrumental in implementing and managing advanced HR systems that streamline operations, enhance data accuracy, and support strategic decision-making. This significant salary growth underscores the importance of HRIS in driving efficiency and effectiveness in HR functions. Looking towards 2025, HRIS professionals will remain crucial in harnessing technology to optimise human resource management and contribute to organisational success.

**L & D**

	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
L&D Director	95-147k	115k	90-131k	98.5k	95-147k	108.5k	90-131k	115k
Head of L&D	70-100k	88k	75-100k	83k	70-100k	88k	75-100k	90k
L&D Manager	50-81k	67.5k	55-79k	62k	50-81k	67.5k	55-79k	72.5k
L&D Officer	40-58k	46.5k	38-52.5k	41k	40-58k	41.5k	38-52.5k	48k
L&D Coordinator	28-37k	34k	32-42k	33k	28-37k	33k	32-42k	37.5k

The **Learning & Development** sector has enjoyed a robust average salary growth of 22% over the past five years, showing its growing importance. As companies adapt to new technologies and hybrid work models, effective L&D programmes have become essential. There has been a surge in demand for digital learning solutions and innovative training methods, highlighting the role of L&D professionals in fostering employee growth and organisational success. Looking ahead to 2025, the emphasis on continuous learning and skill development will continue to elevate the status and remuneration of L&D professionals, keeping them at the forefront of business strategy.

**ER**

	BERKSHIRE & SURREY		OXFORDSHIRE & BUCKS		HAMPSHIRE		WEST LONDON	
	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL	RANGE	TYPICAL
Head of ER	95-136.5k	120k	100-126k	95k	95-136.5k	103.5k	100-126k	120k
ER Manager	70-100k	88k	70-100k	75k	70-100k	83k	70-100k	90k
ER Specialist / Advisor	45-58k	42.5k	50-68k	53.5k	45-58k	53.5k	50-68k	58.5k

**Employee Relations** has seen a solid average salary increase of 28% over the past five years, highlighting its growing significance in the workplace. The focus on maintaining positive employer - employee relationships, ensuring compliance with labour laws, and managing workplace conflicts has driven demand for skilled ER professionals. This substantial salary growth reflects their critical role in fostering a harmonious and productive work environment. As businesses navigate evolving regulations and workplace dynamics, ER professionals are essential in supporting organisational stability and employee satisfaction. Looking ahead to 2025, their expertise will continue to be invaluable in shaping robust employee relations strategies and promoting a positive workplace culture.

We asked 150 senior leaders in HR to give us some insight into their journey to their current position.

We popped all the data into a guide that we've called Routes to the top. You can [download a copy for yourself here](#).



# INSIGHTS & FOOD FOR THOUGHT

## BUILDING A SUSTAINABLE FUTURE Investigating HR's impact

A third of HR professionals we surveyed said the meaning of sustainability and climate initiatives in their business is more about competitive edge, than deeply rooted in values.

There's a lot out there about individual impact and lifestyle changes but not much about business impact so we've written up report – specifically covering Human Resources.

Our report covers:

- Current perspectives
- The policy
- Green HRM
- The opportunities for each stem of HR
- Goals, strategy & action
- Law & accountability
- The benefits

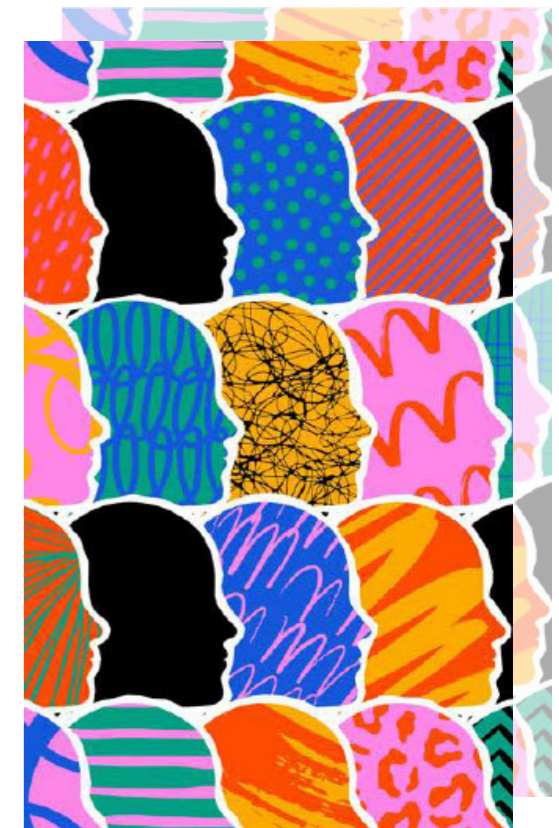


## INCREASING NEURODIVERGENT TALENT IN THE WORKPLACE Pre-employment guide

Did you know that only 3 in every 10 Autistic adults are in employment? What about the fact that autistic talent earns a third less than non-disabled people? Autism is just one of the conditions that sits under the Neurodiversity umbrella.

In this report you'll find:

- Insight from HR professionals on current EDI policies & actions
- Neurodiversity & workplaces
- The benefits of a diverse team
- Attraction strategies
- Interview stage
- Insight from Steve Carter and Jason Iyeko
- A page full of resources



# UNDERSTANDING WORKPLACE FLEXIBILITY

## OUR 2025 SUPPLEMENT

PIECE BY ASHLEY PAGE, CLIENT RELATIONS MANAGER



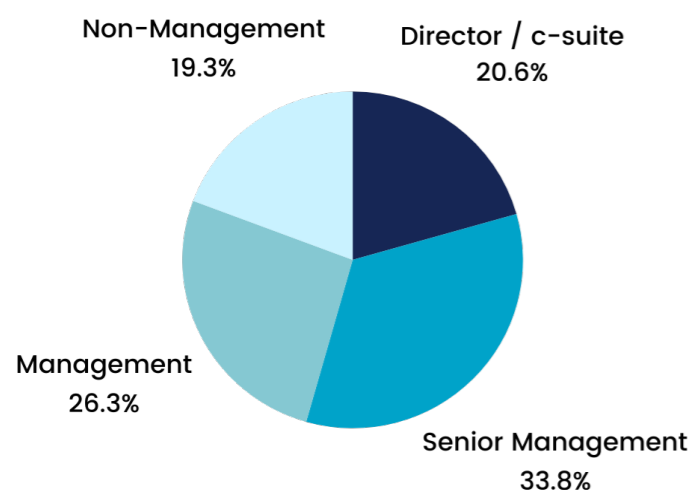
This year, we delved deeper into the nuances of flexible and hybrid working arrangements. Recent media coverage suggested a reduction in workplace flexibility, citing concerns over productivity. However, we recruit for around 1,000 jobs a year and can honestly say this is not the vibe we've been getting from the majority of employers.

By surveying **over 500** Finance and HR professionals, we aimed to investigate whether these claims hold true, understand what flexibility means to different people, and determine if productivity has been impacted by flexible working.

Our 2024 results revealed distinct trends in flexible and hybrid working arrangements, showing a disparity in availability and value across different levels of seniority. While **17%** of respondents overall enjoyed the autonomy to choose their work location and schedule, this flexibility was notably higher among senior roles. For instance:

- **25%** of directors and above had the freedom to decide their work environment, compared to **19%** of senior management and significantly fewer at non-management levels.
- Non-management employees faced more rigid working patterns, with many being fully office-based or attending the office more often than their colleagues in more senior positions.

Despite this, flexible working remained the most valued benefit across all groups, highlighting a clear gap between the desire for flexibility and its availability, particularly at the non-management level.



Q: WHICH OF THESE DESCRIBES YOUR LEVEL AT WORK MOST ACCURATELY?

**FLEXIBILITY GIVES QUALITY OF LIFE.**  
ANONYMOUS MANAGEMENT

# PERSPECTIVES ACROSS DIFFERENT ROLES

Workplace flexibility has become a crucial aspect of modern employment, allowing employees to balance their professional and personal lives effectively. However, the meaning of flexibility can vary *significantly* based on one's role within an organisation. By examining perspectives from various job levels, we can gain a comprehensive understanding of how flexibility is perceived differently among Director/C-suite, Senior Management, Management, and Non-management employees.

For individuals in **Director or C-suite positions**, flexibility often signifies substantial control over their schedules and work environments. Given their significant responsibilities and the need to make high-stakes decisions, this autonomy is crucial. One respondent described flexibility as **"hybrid working options and flexible hours within core office hours,"** indicating a preference for a structured yet adaptable approach. Another emphasised, **"meeting the individual where they feel they work at their best, in conjunction with what works for the company and wider team,"** highlighting a balance between personal work preferences and organisational needs.

**Senior Management** views flexibility as essential for maintaining work-life balance while fulfilling high-level responsibilities. Their roles often require adaptability to international operations and high-stakes meetings. One respondent mentioned, **"ideally working three days a week from the office within a 50-mile radius, and shortened hours in the office because of our need to have Zoom calls in US time zones."** Another highlighted, **"flexibility means the ability to manage your diary around your day to allow a true work-life balance,"** highlighting the importance of juggling significant professional responsibilities with personal life.

**Management-level** employees often perceive flexibility as a tool to achieve efficiency and harmony between their work and personal lives. One respondent noted, **"being able to take time when needed to cover essential non-work priorities, making up the time taken."** Another mentioned, **"a good work/life balance, a balance between working from home and going to the office."** Managers seek a middle ground where they can be productive both at home and in the office, aiming for a balanced approach to work.

For **Non-management** employees, flexibility is about managing daily life more smoothly. These employees typically have less control over their schedules and work locations compared to higher-level positions. One respondent defined flexibility as **"being more productive and flexible to work more whenever is needed."** Another stated, **"working from anywhere based on family needs and being able to have a better work/life balance,"** highlighting the need for flexibility to accommodate family responsibilities and personal wellbeing.

## COMMON THEMES ACROSS ROLES

Despite the differences in how flexibility is perceived, common themes emerge. Employees across all levels value flexibility for enhancing work-life balance and personal well-being. Trust and autonomy are also crucial, as employees appreciate the ability to control their work conditions and schedules, fostering a sense of responsibility and commitment.

## ANALYSIS OF WORKPLACE FLEXIBILITY CHANGES

The press has widely reported that flexibility has decreased over the past nine months. However, the 500 people we surveyed suggested otherwise, with **22%** experiencing increased flexibility, **64%** reporting no change, and **11%** noting a decrease.

For **Directors and C-suite executives**, approximately **15%** reported an increase in flexibility, about **72%** stated it remained the same, and roughly **12%** noted a decrease. This group reflects the lowest increase in flexibility, likely because the 2024 guide showed they already had high levels of flexibility. Their roles, with higher demands and responsibilities, may limit the extent of further flexibility feasible for them. Interestingly, there is minimal to no lack of flexibility reported in these high-level roles.

**Senior Management** saw around **22%** experiencing increased flexibility, **67%** indicating it stayed the same, and **9%** experiencing a decrease. Similar to Directors, the majority reported no change, suggesting a pre-existing level of flexibility or a slower rate of adaptation to new flexible working arrangements.

For **Management**, about **21%** reported increased flexibility, **65%** stated it stayed the same, and **7%** reported a decrease. Additionally, around **2%** noted a lack of flexibility. Managers are slightly more likely than Senior Management to see increased flexibility, but they also face challenges balancing this with their responsibilities to maintain team productivity and engagement.

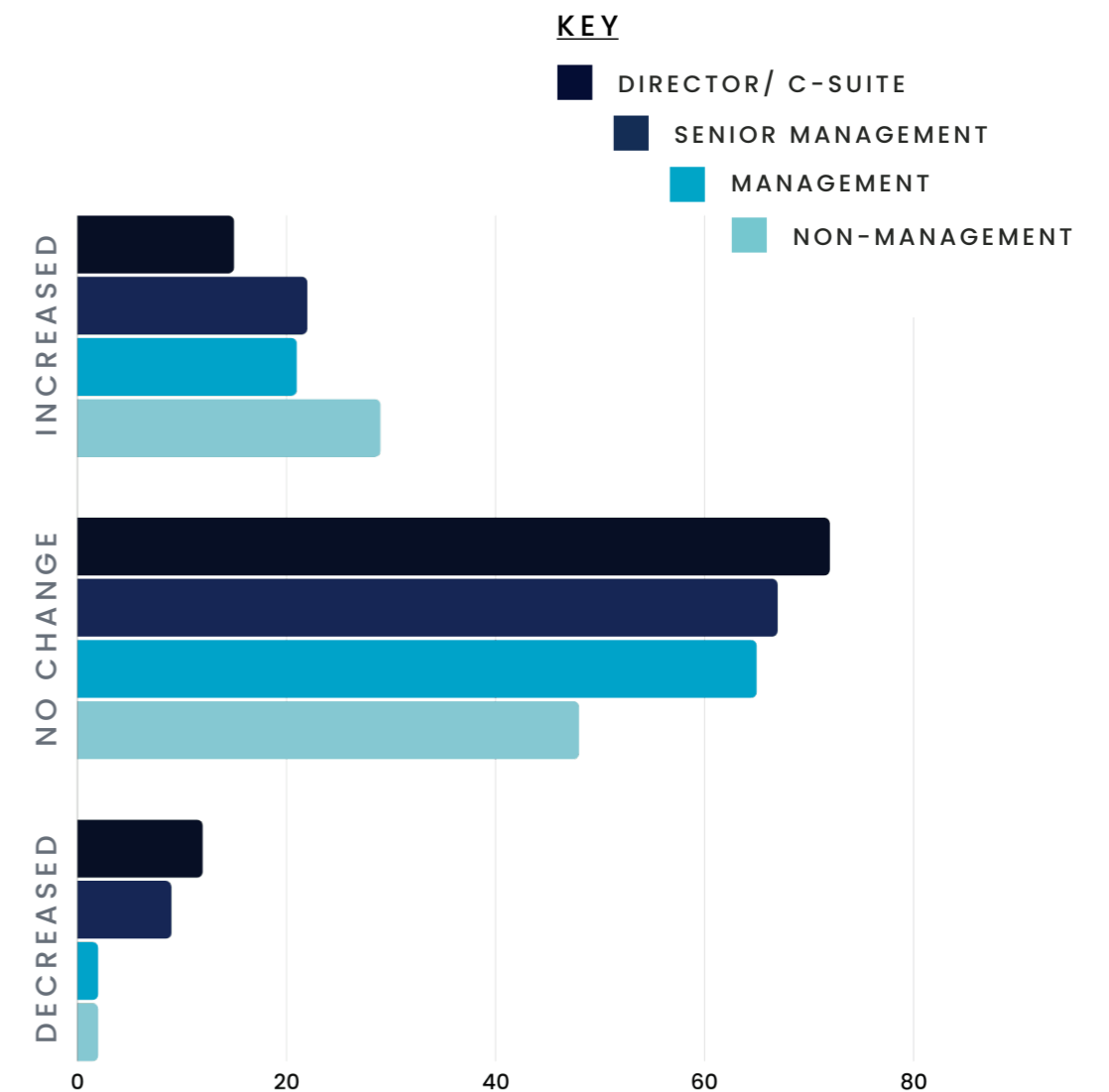
**Non-management** employees reported the highest increase in flexibility, with approximately **29%** experiencing this change, another **48%** stating it stayed the same, and **18%** seeing a decrease. Only **2%** of Non-management respondents reported a lack of flexibility. This significant increase among Non-management employees likely stems from broader implementation of remote working policies and flexible hours at this level, which enhance

CONT.

their work-life balance. The 2024 guide indicated that Non-management employees had the least flexibility, so this year's increase suggests a move towards evening out the flexibility across all levels.

The data indicates that workplace flexibility has largely either increased or remained the same across different organisational levels. However, approximately **8%** of those surveyed across Senior Management, Management, and Non-management roles reported a decrease in flexibility, potentially due to increased responsibilities or policy changes necessitating a more structured approach. Directors and C-suite executives reported minimal decreases, suggesting stability in their flexibility levels or lack of significant policy shifts affecting their roles.

Overall, a small percentage of respondents, particularly in Management and Non-management categories, reported not having flexibility. This highlights areas within the organisation where flexibility policies may not be fully implemented or where the nature of the job requires a more fixed schedule. Understanding these variations is crucial for developing targeted strategies to enhance flexibility where needed and address the specific challenges faced by employees at different organisational levels.



Q: HAS YOUR FLEXIBILITY CHANGED OVER THE PAST 9 MONTHS?



## DIFFERING PERCEPTIONS OF FLEXIBILITY'S IMPACT ON PRODUCTIVITY

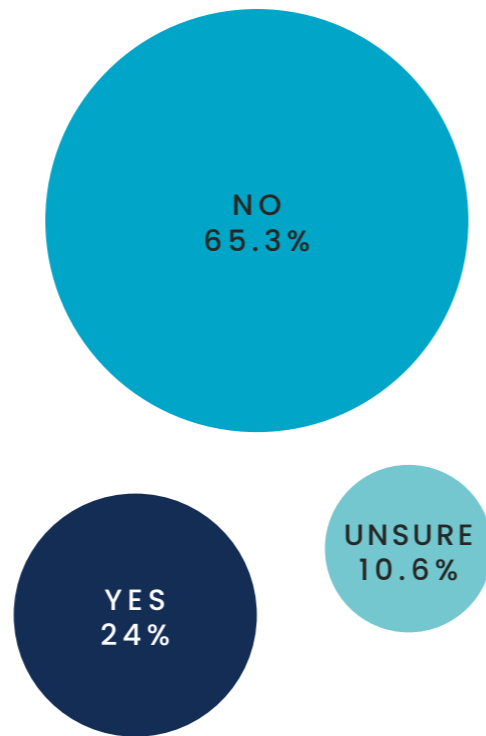
Recent analysis shows significant differences in how flexibility is perceived to impact productivity across organisational levels.

Among **Director or C-suite** positions, **32%** believe that flexibility negatively affects productivity, reflecting their concerns about maintaining high productivity levels essential for strategic oversight.

Conversely, **23%** of **Senior Managers** share this belief, likely due to the challenges of managing teams and meeting high-level goals.

At the **Management** level, **24%** of respondents feel that flexibility negatively impacts productivity, indicating practical challenges in coordinating schedules and maintaining performance standards.

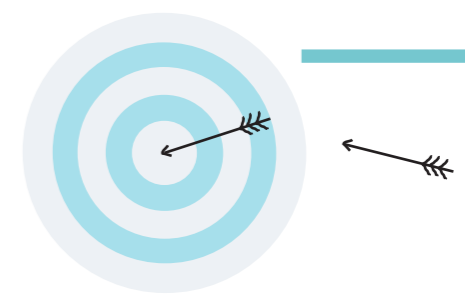
Interestingly, only **19%** of **Non-management** employees believe that flexibility has a negative impact on productivity, likely because they experience its benefits more directly, focusing on individual tasks rather than overall metrics.



Q: DO YOU FEEL PRODUCTIVITY HAS BEEN NEGATIVELY AFFECTED BY FLEXIBLE WORKING?

**FLEXIBILITY IS BEING PRODUCTIVE NO MATTER WHEN OR WHERE THE EMPLOYEE WORKS FROM. ADAPT FOR ANY SITUATION BE RESILIENT AND RESPONSIVE TO CHANGE.**

ANONYMOUS NON-MANAGEMENT



## ROLE-SPECIFIC RESPONSIBILITIES

Individuals in **Director or C-suite** positions are responsible for the organisation's overall strategic direction and success. Their concerns about productivity may stem from a broader perspective, focusing on how flexibility impacts long-term goals and overall performance metrics. They are likely more attuned to fluctuations in productivity because their primary role is to ensure the company remains competitive and profitable.

**Senior Managers** oversee significant portions of the workforce and implement strategic directives. Their concerns may arise from balancing the need to meet high-level goals with managing teams effectively across different locations and time zones. Flexibility can complicate these efforts, particularly if maintaining communication and cohesion within their teams is challenging.

**Managers**, being closer to day-to-day operations, directly oversee employees' work. Their perception of flexibility negatively impacting productivity could stem from immediate, practical challenges such as coordinating schedules, ensuring accountability, and maintaining consistent performance standards in a more flexible work environment.

**Non-management** employees typically focus on completing specific tasks and meeting individual performance goals. They might see flexibility as a benefit that enhances their work-life balance and personal productivity, making them less likely to perceive it as a detriment to overall productivity.

## POTENTIAL DISCONNECT & ORGANISATIONAL IMPACT

These differing perspectives can lead to disconnects within the organisation.

- > Higher-level concerns about productivity might not be fully communicated or understood by lower-level employees, leading to misalignment in expectations and objectives.
- > Managers might struggle to implement flexible working policies effectively if they feel these policies hinder productivity, resulting in inconsistent application of flexibility across the organisation and causing confusion and dissatisfaction among employees.
- > Differing views on flexibility can affect trust levels within the organisation. If senior leaders view flexibility sceptically, they might implement more stringent controls, undermining the autonomy and trust that lower-level employees value.

# BRIDGING THE GAP

To mitigate these disconnects, organisations can take several steps. By understanding and addressing these differing perspectives, organisations can create a more harmonious and productive work environment.

## > ENHANCED COMMUNICATION:

Regular and transparent communication between all levels can help align perceptions and expectations regarding flexibility and productivity. Senior leaders should share data and insights on how flexibility impacts productivity, addressing both positive and negative aspects.

## > TRAINING AND SUPPORT:

Providing managers with the tools and training to manage flexible teams can help address their concerns about productivity. This includes workshops on remote management, effective communication strategies, and performance tracking.

## > FEEDBACK MECHANISMS:

Establishing robust feedback mechanisms ensures that concerns and suggestions from all levels are heard and addressed, helping to fine-tune flexibility policies to meet the needs of the entire workforce.

## > CULTURAL INTEGRATION:

Promoting a culture that values flexibility as a means to enhance overall wellbeing and productivity can help bridge the gap. When all organisational levels see flexibility as a strategic advantage rather than a compromise, it fosters a more cohesive and motivated workforce.

## CONCLUSION

Our investigation into workplace flexibility sought to answer three key questions:

1. Has flexibility reduced?
2. What does flexibility mean to different people?
3. And do people think productivity has been impacted by flexible working?

Our findings indicate that flexibility has largely remained stable or even increased across various organisational levels. The meaning of flexibility varies significantly depending on one's role, with senior roles enjoying more autonomy compared to non-management positions. Concerns about productivity due to flexible working are more pronounced at higher organisational levels, while non-management employees generally view flexibility as beneficial.

Understanding these variations is crucial for developing targeted strategies to enhance flexibility where needed and address specific challenges. By enhancing communication, providing support and training, and fostering a culture that values flexibility, organisations can bridge the gap between the desire and availability of flexibility.

**Ultimately, our survey's insights highlight that, contrary to media reports, workplace flexibility remains a valued and viable component of modern work arrangements, contributing positively to employee satisfaction and productivity.**

## WE'RE GROWING A FOREST

Well, a digital one...

All the physical trees are being planted in different locations around the world.

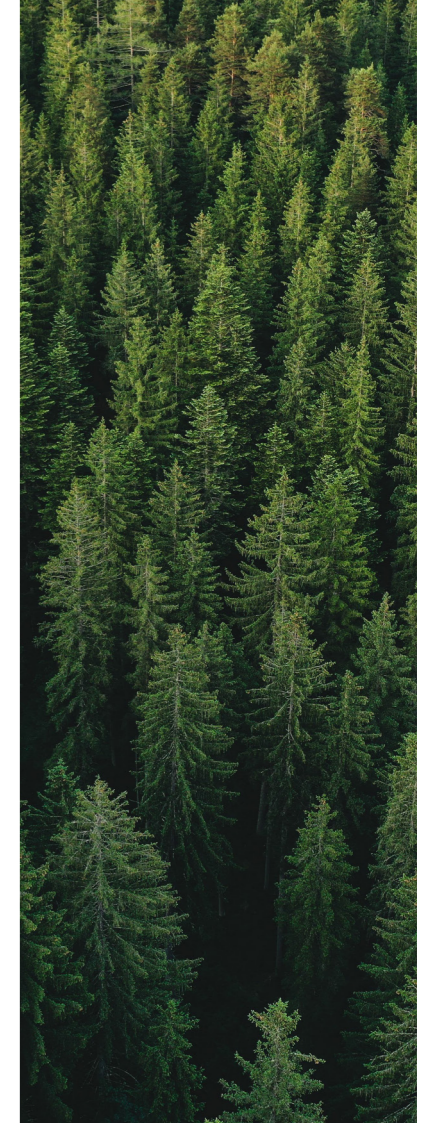
As of October 2022, for every placement we make, we've committed to planting trees and contributing towards carbon capture / sustainability projects across the globe.

We do this via Ecologi - a certified platform for both individuals and organisations wanting to invest into the replanting of different species of trees and supporting environment focused initiatives.

At the time of writing we have:

- funded the planting of over 2,020 trees globally
- supported the prevention of 45 tCO2e from being emitted through 13 verified carbon avoidance projects
- removed 3 tonnes of CO2e from the atmosphere through 2 blue carbon projects
- funded 60m2 of habitat restoration in the UK incl. wild-flowers, wetlands and wildlife

You can see our dashboard full of information and our digital forest [here!](#)



## OUR PLATFORMS & CONTACT DETAILS

For general enquiries, questions or anything else you need to reach out to us for, you can do so in any of the ways below.



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**2025**

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